

Governor's Award

for Quality and Productivity

Categories Include:

Customer Service, Efficiency
and Process Improvement, and
Innovation



A handwritten signature in black ink, appearing to read "Matt L. Pendarvis".

Governor of Missouri

Coordinated By:

Office of Administration
Division of Personnel

GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

Program Description

The Governor's Award for Quality and Productivity (GAQP) is a team award recognizing service excellence, efficiency/process improvement, and innovation in Missouri State Government. Teams employed by the State of Missouri who successfully completes a project with another section, division, department, agency, or community organization are eligible to submit a nomination.

Nominations must provide documentation that may include, but is not limited to, background information, procedures, and measurable impact of the project nominated. All winning projects must meet established requirements of effectiveness, responsiveness, and efficiency of such quality that would make the project a model of excellence in state government nationally.

The GAQP through the Years

The GAQP was originally established in 1988. At that time, nominations could be submitted for a project that was completed and received department/agency approval. The nominations were reviewed by a Selection Committee based on a set of criteria. Award winners were identified, and sometimes multiple winners were awarded in one criteria area. Improvements continued to be made to the GAQP over the years. In 2001, the use of specific award categories was introduced.

The most recent enhancement to the GAQP program was the implementation of the Pinnacle Award in 2010. The Pinnacle Award is not available for nomination. It is only used (recommended) by the Selection Committee if, in their opinion, the nomination encompasses multiple award categories in a manner that exemplifies the spirit of the Governor's Award, or exceeds all other nominations.

Today the GAQP may recognize winning teams in three categories: **Customer Service, Efficiency/Process Improvement, and Innovation** to serve as a model of efficiency, quality, and effectiveness for other Missouri State Government work teams to follow.

In 2021, fifteen nominations were received for consideration representing eight state agencies. Today we recognize and congratulate winning team members in all three categories.

GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

SCHEDULE OF EVENTS

WELCOME AND RECOGNITION OF DIGNITARIES

EMCEE

Aaron Dimmock, Office of Administration

KEYNOTE SPEAKER

Governor Michael L. Parson

AWARD PRESENTATIONS TO WINNING TEAMS

Governor Michael L. Parson

Winning Projects

Customer Service

MoDOT I-270 North Real-Time Mapping
Department of Transportation

Innovation

Displaced Left Turn
Department of Transportation

Efficiency/Process Improvement

Income Tax Season Secondments
Department of Revenue

Innovation

Mo Alerts Implementation Team
Department of Public Safety

Pinnacle Award

The Missouri Coronavirus Sewershed Surveillance Project
Department of Natural Resources and Department of Health and Senior Services
In conjunction with:
*Department of Corrections, Department of Mental Health,
Department of Public Safety/MVC, and the University of Missouri*

Reception

*Informal reception hosted by the Office of Administration/Division of Personnel
following Award Presentation*

GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

SELECTION COMMITTEE MEMBERS

John Mosley

Deputy Director, Division of Probation and Parole
Department of Corrections

Adam Perkins

TB Laboratory Manager Microbiology Unit, Missouri State Public Health Laboratory
Missouri Department of Health and Senior Services

Debra Walker

Acting Deputy Director
Department of Mental Health

Colette Weckenborg

Continuous Improvement and IT Administrator
Department of Natural Resources

Mike O'Connell

Director of Communications, Director's Office
Department of Public Safety

Michael Berendzen

Sr. Staff Development Training Specialist
Department of Revenue

Shartina Campbell

Assistant Program Administrator
Department of Social Services

Karen Miller

Organizational Performance Specialist, Transportation Planning
Department of Transportation

Wanda Seeney

Public Information Officer/Community Outreach and Marketing Director Commissioner's Office
Office of Administration

Alyssa Bish

Director of Strategy and Leadership Development
Office of Administration/Division of Personnel

Michelle Hallford

Human Resource Manager Governor's
Office

GOVERNOR'S AWARD FOR
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WINNING TEAMS



EFFICIENCY AND PROCESS IMPROVEMENT

Income Tax Season Secondments

Department of Revenue

Team Members

Joel Allison	Karen Crull	Tucker Gehlert	Madasyne Phillips
Haley Bosch	Jennifer Crump	Mark Godfrey	Elizabeth Robinson
Arin Burnett	Miranda Darnel	Julia Lammers	Harrison Scott
May Chelle Carl	Cindy Doss	Sydney Lepper	Syndi Smith
Desi Carpenter	Samantha Farrow	Leo Moore	

The Challenge: To reduce the turnaround time for tax returns and payments.

The Goal: First, to determine the staffing needed to open and process returns and payments filed around the individual income tax filing deadline. Second, to cross-educate enough teammates to address returns and payments as they come in and third, explain the why behind the change.

Project Implemented: The Department of Revenue receives approximately half a million paper Individual Income Tax and Property Tax Credit Claim returns each year. Approximately 110,000 of these returns are received the week of the filing deadline. In addition to tax returns, the DOR receives over 160,000 Individual Income Tax payments during the week of the filing deadline, which need to be opened, processed and funds deposited timely. Historically, it took weeks upon weeks for the Taxation Division to open, sort, key, scan, and process all of these returns and payments.

Leading up to the 2021 income tax season, the Taxation team researched the amount of mail that arrived each week during past tax seasons. Then, they measured how many returns and payments could be opened or processed by one person, in one day. By dividing incoming work by individual production, the team determined how many people it would take to open, sort, key, scan and process it all.

With that number in hand, the team asked each bureau within the Taxation Division, as well as other DOR divisions, if they could send teammates to help. These team members would be part of the Income Tax Secondment. A Secondment is defined as a temporary transfer to another role or business area away from your primary job. Seconded teammates receive first-hand experience in another industry, organization, or job role. Ultimately, more than 150 team members from across the Department's four divisions joined the Secondment.

Results: Weeks of meticulous planning went into the implementation of this initiative to ensure maximum efficiency. The team acquired additional tables and chairs, with help from FMDC. The team physically mapped out the workspaces beforehand, allowing them to know exactly what supplies they would need and how many to order. Staff training was conducted via WebEx before the start of the Secondment. To help prevent any hiccups, staff received a refresher on how to open certain types of mail. No detail was overlooked, including signage marking the different processing areas, where resources were located, and even where team members should sit.

During the five working days of the Secondment, team members opened and sorted nearly 200,000 pieces of mail. Over 145,000 payments and 30,000 returns were input into the system during this week, in addition to all of the mail being opened. Since the team finished the final day of the Secondment with **zero** pieces of unopened mail, the Return Processing Section was able to focus almost solely on processing the returns and remaining payments during the following week. As shown below, the processing time for all workstreams decreased by at least 60% from the prior year. We are reinvesting that time in new Secondments in other areas of the Division, to continue exceeding our customers' expectations. We are living out our motto, "One Team, One Dream," as we strive to offer *every* customer the best experience, *every* time.

FOR MORE INFORMATION ABOUT THIS PROJECT AND TEAM, PLEASE CONTACT: Lynn Kempker

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CUSTOMER SERVICE

MoDOT I-270 North Real-Time Mapping

Department of Transportation

Team Members

Jennifer Becker	Eric Kopinski	Schuylar Noeth	Nina Thompson
Tom Blair	Austin Kramer	Sheron Thomas	Justin Wolfe
Ploisongsaeng Intaratip	Tabitha Locke		

The Challenge: Determined to give travelers the most accurate travel information, MoDOT partnered directly with mapping companies to update Global Positioning Systems (GPS). These systems are installed as standard equipment in many new vehicles or can be accessed through third-party providers such as Apple, TomTom, HERE, Google, and Uber. Before this innovation, updates to mapping (GPS) in St. Louis might take up to six months.

The Goal: The primary goal of this innovation was to update the GPS map in two months. Before innovations, it was taking up to six months for third-party mapping companies to update their systems with changes resulting from MoDOT projects. These geometric changes are known well in advance by MoDOT and this concept sought ways to reduce this gap. A secondary goal, the MoDOT team sought to improve internal mapping updates to its Traveler Information Map (TIM) and the mapping system used by the Transportation Management Center (TMC) in St. Louis called Gateway Guide. Having quicker external and internal mapping provides a better product to travelers and commercial drivers.

Project Implemented: The project improves safety and mobility by improving communication flow. For this concept, the I-270 North project team utilized technology already in place. There was zero additional material cost for this concept. The details of illustrating any geometric change to the roadway, ramp, etc. are already captured through engineering plan sheets from the construction company. Pushing this information through a free third-party map system (Open Streets) better allows information flow. This bold approach of working directly with mapping companies required minimal time and incurred no extra material costs to the state. By leveraging better public-private partnerships, it allows all users of Missouri roads to get better value while reinforcing MoDOT's commitment to delivering results while being good stewards of the state's transportation dollars. By finding innovative ways to more quickly communicate internal and external map updates, it allows for improved safety, mobility, and internal efficiencies. The MoDOT project team exceeded traditional expectations by working directly with third-party map companies.

Results: The greatest measure for tracking success is how quickly internal and external maps receive real-time updates from geometric changes and how this in turn creates a safer travel experience. Quicker mapping updates have led to a reduction in crashes along the corridor. The previous five years yielded a crash rate of 3.15 crashes per day. From July 2020 to December 2020, the average number of crashes per day dropped to 3.03. This 2.8% improvement throughout the middle of an extreme construction project is something to celebrate. This is unprecedented, as crashes typically increase in a construction project, not decrease. Saving even one life makes this an outstanding example of delivering excellent customer service.

FOR MORE INFORMATION ABOUT THIS PROJECT AND TEAM, PLEASE CONTACT: Justin Wolf

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INNOVATION

Displaced Left-turn Interchange *Department of Transportation*

Team Members

Justin Adams	Jeff Hardy	Derek Olson	Mike Wahlstedt
Shelie Daniel	Alejandro Martinez	Doug Parke	Juan Yin
John Findlay	Wes Minder	Ericka Ross	
Ryan Hale	Andy Noll	Joshua Scott	

The Challenge: MO-152 in Liberty is a major commuter and retail corridor accommodating more than 45,000 vehicles a day. The interchange at I-35 was a source of congestion and safety concerns, particularly during peak traffic times. Additionally, pedestrians were only accommodated on one side of the cross street increasing the potential for dangerous human and vehicle interaction.

The MO-152 bridge over I-35 was nearing the end of its useful life. A team was assembled to find the best way to replace the bridge and widen the corridor for better traffic flow. The original diamond interchange would need to be replaced and innovative thinking would be required to address the interchange's unique challenges.

The Goal: The goal of the project was two-fold: to physically replace the MO-152 bridge over I-35 as it was approaching the end of its useful life, and to widen the corridor for more efficient and safer traffic flow. The goal was to quickly and safely move as many users as possible through the interchange.

Project Implemented: The displaced left-turn interchange (I-35 at MO-152) is an arrangement of vehicular movements that is the first of its kind built in the world. The primary innovation of this project has been named displaced left-turn. This design was created after a thorough traffic modeling study, which examined other diamond interchanges including traditional, diverging (DDI), and single point exchanges. The innovation makes the traffic signals more efficient by altering phases and allowing different traffic movements to move at the same time. The displaced left-turn eliminates a more traditional left turn at the main intersection. Instead, vehicles must first cross through the opposing through lane at a signal-controlled intersection, which is several hundred feet from the main intersection. The displaced left-turn interchange is a successful innovation because it combines the best attributes of traditional diamonds (which excel with high through volumes but struggle with high left-turn volumes) and DDIs (which excel with high left-turn volumes but struggle with high through volumes).

Results: Based on values from the US Bureau of Labor Statistics, the improved interchange saves the community \$1.8 million per year in congestion costs. Additionally, reduced congestion and greater safety provide increased customer service to the community and motorists who use the interchange. The interchange reconstruction allows travelers to access their destinations quicker and safer than ever before. The project also provided an upgrade to pedestrian accommodations on the second side of the cross street for increased safety. Proper planning allowed for the completion of the project on time and budget. One of the biggest benefits came from the original thinking of the interchange's designers. By proving this never-before-designed concept works in reducing congestion and crashes, MoDOT has shown it is possible to build more displaced left-turn interchanges. The displaced left-turn interchange at I-35 and MO-152 was deemed a success on many levels.

FOR MORE INFORMATION ABOUT THIS PROJECT AND TEAM, PLEASE CONTACT: Ryan Hale
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INNOVATION

MoAlerts Implementation Team

Department of Public Safety/Missouri State Highway Patrol

Team Members

Jessalin A. Anderson	Jacob N. Hendrix	Michanne E. Mattson	Todd D. Schneider
Ryan C. Badresingh	Jacob M. Kliethermes	Jessica L. Moyer	Drew M. Wansing
Lori K. Enderle	Lacy J. Koncor	James M. Parks	Steven C. White
Michelle L. Frey	Lela A. LaValley	Jeffrey D. Reece	Harley S. Wilkins
Paula J. Heckes	Amanda E. Libbert	Tonya M. Schaben	Lindsay M. Williams

The Challenge: This project was necessary due to the recognized need for improvements to the existing AMBER Alert process. Improvements include 1) the speed at which alerts can be sent to wireless devices, 2) the inclusion of a link within the wireless alert so the public can receive expanded information and 3) the flexibility to target alerts to specific regions and/or counties in Missouri.

The Goal: There were five primary goals of the project: 1) Implement an application that could be used for the issuance of AMBER and Blue Alerts. 2) Ensure that wireless alerts and television/radio alerts could be delivered to the public and news media as quickly and efficiently as possible. 3) The inclusion of a link within the wireless alert that the public can click on to provide expanded information about the alert and receive updates as they are known. 4) The ability to automatically notify the news media via e-mail when an alert occurs and provide continued e-mail notifications anytime an alert is updated so that they can in turn rebroadcast the updated information as efficiently as possible. 5) Incorporate the capability to target alerts to specific regions and/or counties of the state thereby increasing the flexibility of the entire process. This removed the previous necessity to send all alerts statewide, regardless of where the abduction or incident occurred.

Project Implemented: This project was built entirely by employees of the State of Missouri and no vendor or contract staff were used. The Missouri State Highway Patrol's Criminal Justice and Information Services Division (CJIS) Application Development staff worked with personnel in the Communications Division, the Public Information and Education Division, and the Missouri AMBER Alert Coordinator to learn the many routes that an Alert can be issued and the numerous stakeholders that need to be notified. The project also involved working with numerous outside stakeholders to include the Integrated Public Alert and Warning System (IPAWS), Twitter (for social media integration), the Missouri Broadcasters Association, the AMBER Alert Oversight Committee, and members of the Missouri General Assembly to ensure that the application could incorporate functionality that met the many needs of these groups.

Results: The success of this project was measured in terms of the direct influence the application has had on the resolution of AMBER and Blue Alerts. Since its implementation, MoAlerts has been directly credited with the successful resolution of seven child abduction cases. In July of 2020, the National Center for Missing and Exploited Children (NCMEC) sent an e-mail to all AMBER Alert Coordinators, Clearinghouses, Department of Justice, and AMBER partners nationwide that highlighted seven successful uses of AMBER Alerts by various states. Of the seven successful cases that were selected to be highlighted, three cases were from Missouri and originated from the MoAlerts application. In addition to the number of lives saved, the success of the program has also been measured in the decreased time it takes for a wireless alert to be issued and the number of citizens that subsequently click on the link included in the wireless message. Prior to the implementation of MoAlerts, it was not uncommon for a wireless alert to take up to 30 minutes to hit cell phones once approved. With MoAlerts, wireless alerts take on average two minutes to hit cell phones, a 1400% increase in timeliness. Meanwhile, 2,624,156 individuals have clicked the link contained in the wireless alert, despite the majority of these alerts being targeted to a specific region rather than statewide, thus showing the far reach of the program. Lastly, in May of 2021, MoAlerts made history when it successfully issued Missouri's first-ever Blue Alert.

FOR MORE INFORMATION ABOUT THIS PROJECT AND TEAM, PLEASE CONTACT: Captain Christopher Jolly
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PINNACLE

The Missouri Coronavirus Sewershed Surveillance Project (CSSP)

*Department of Natural Resources, Department of Health and Senior Services, Department of Corrections,
Department of Mental Health, Department of Public Safety/MVC and the University of Missouri*

Team Members

Anthony Belenchia	Hwei-yiing Johnson	Jeff Patridge	Jeff Wenzel
Todd Blanc	Marc Johnson	Scott Patterson	Chris Wieberg
Trevor Foley	Jessica Klutts	Robert Reitz	Sally Zemmer
John Hoke	Cindy LePage	Melissa Reynolds	
Timothy Hoyer	Chung-Ho Lin	Aaron Schmidt	
Hsinyeh Hsieh	April Maxwell	Elizabeth Semkiw	

The Challenge: In the early days of the pandemic, clinical testing was limited and we quickly learned that transmission by asymptomatic individuals was a problem. Wastewater testing is a fast, cost-effective way to obtain unbiased estimates of SARS-CoV-2 infection prevalence and monitor trends in a community.

The Goal: The primary goals of the CSSP are to 1) evaluate the geographic distribution of SARS-CoV-2 in Missouri; 2) identify trends in SARS-CoV-2 prevalence, and 3) conduct targeted monitoring for indicators of SARS-CoV-2 reemergences to inform mitigation efforts. Identifying areas or facilities where prevalence has increased, enables state and local public health officials to target resources, such as testing and vaccination events, in areas where they are most needed.

Project Implemented: The purpose of CSSP is to monitor wastewater for SARS-CoV-2 to reduce COVID-19 impacts. CSSP is a highly collaborative project involving DNR, DHSS, and researchers at MU, as well as municipalities, DOC, MVC, and DMH congregate facilities and universities across the state. SARS-CoV-2 is shed in human feces and detected in sewage by testing for genetic markers. There is generally a robust correlation between the viral load in wastewater and the number of cases in an area. Missouri initiated CSSP in April 2020, forming a workgroup and developing a pilot project. In May 2020, nine municipal wastewater treatment facilities participated in a six-week pilot to evaluate the feasibility of sample collection, transportation, analysis, and distribution of test results to public health entities. The pilot utilized existing DNR, DHSS, and MU personnel and infrastructure to develop a logistical project framework, and demonstrated analytical techniques were successful in detecting even small amounts of viral material. The statewide project has now expanded to testing over 130 weekly samples from municipal WWTFs, congregate living institutions, and universities statewide. CSSP monitors for trends and alerts communities and institutions of potential increases in infections, and now also routinely tests for variants.

Results: Wastewater data can provide local public health agencies (LPHAs), municipalities, and congregate living facilities up to three to five days advanced notice of potential increases in COVID-19 infections and time to implement containment measures. Throughout the pandemic, CSSP has evolved to meet new challenges, such as the need for increased testing capacity and tracking the distribution of variants throughout the state.

FOR MORE INFORMATION ABOUT THIS PROJECT AND TEAM, PLEASE CONTACT: Chris Wieberg
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GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

NOMINATED TEAMS BY CATEGORY

CUSTOMER SERVICE

Missouri Education Dashboard

Department of Elementary and Secondary Education

Contact: Shelley Woods / Shelley.Woods@dese.mo.gov

Team Members:

Jeff Falter, Seunghee Han, Planner, Lakshman Kodali, Kimberly Luebbering, Jane Maddox, Madalynn Moeller, Micah Porter, Amanda Ressel, Maria Sommerer, Stacey Smith, Helen Stewart, Michelle Wagner

DNR Website Rebuild

Department of Natural Resources

Contact: Connie.Patterson / Connie.Patterson@dnr.mo.gov

Team Members:

Andrea Arwe, Hylan Beydler, Van Beydler, Susan Bloomer, Renee Bungart, Carla Case, Randy Foliard, Tisha Holden, Belinda Hughes, Ben Nickelson, Connie Patterson, Brian Quinn, Heidi Rice, Andrew Richmond, Breanna Schuett, Diana Trussell

Municipal Utility Emergency Loan Program

Department of Natural Resources

Contact: Craig Redmon / Craig.Redmon@dnr.mo.gov

Team Members:

Van Beydler, Darcy Bybee, Aaron Czajkowski, Daniel Dahler, Jennifer Eddy, Jordan Elliott, Rich Germinder, Martin Hyman, Kathy Jefferies, Janet Laughlin, Rebecca McKinstry, Barbara Meisenheimer, Rob Mock, Michael Musso, Kathy Nacy, Tracy Parker, Lisa Stuecken, Mary Vander Veen, Shannon Wilson

Division of Employment Security (DES) Outbound Call Scheduler Project

Department of Labor and Industrial Relations

Contact: Spencer Clark / Spencer.Clark@labor.mo.gov

Team Members:

Jim Brock, Jared Brockman, Jerry Duvall, Matthew Hankins, Amanda McComb, Alex Porter, Scott Woerner

EFFICIENCY / PROCESS IMPROVEMENT

DMH Champions of Change

Department of Mental Health

Contact: Lisa Franz / Lisa.Franz@dmh.mo.gov

Team Members:

Andrew Atkinson, James Busalacki, Lisa Franz, Denise Hacker, Becky Hughes, Heather Osborne, Bonnie Poole,
Dr. Robert Reitz, Megan Roedel, Tara Sheets, Tara Yates

PDF and Whitemail Imaging Project

Department of Revenue

Contact: Kelly Horstman / Kelly.Horstman@dor.mo.gov

Team Members:

Joel Allison, Richard Borth, Alyssa Bullock, Alicia Cannon, Cindy Doss, Ruth Frank, Dallas Fischer, Mark Godfrey, Nicole Hallford, Jennifer Hoelscher, Dana Honse, Kelly Horstman, Kim Kever, Lisa Laughlin, Stacia Nelson, Gerald Robinett, Adam Smith, Danielle Sousley, Britani Struemph, Shae Wade

Show Me Policy

Department of Public Safety

Contact: Captain Jason Crites / Jason.Crites@mshp.dps.mo.gov

Team Members:

Jeff Coulson, Jessica Mealy, Ken Robinson, Shelly Stephenson, Sergeant Tom Walley

Determination of Total Sulfur in Fly Ash by Sodium Carbonate Fusion

Department of Transportation

Contact: Robert Sam Marshall / Robert.Marshall@modot.mo.gov

Team Members:

Todd Bennett, Jennifer Krause, Robert "Sam" Marshall, Allison Talley, Leonard Vader, Madalyn Whelan

INNOVATION

The Early Transfer, Cleanup, and Redevelopment of the Bannister Federal Complex

Department of Natural Resources

Team Members:

Robert Aston, Shawna Bligh, Bryce Bobbitt, Kevin Breslin, Scott Cargill, Sybil Chandler, Harvey Cohen, Branden Doster, Tiffany Drake, Kingsley Edwards, Jalal El-Jayyousi, Charlene Fitch, Taylor Grabner, Pam Hackler, Jennifer Lamons, Andrew McKinney, Ben Moore, Richard Nussbaum, Heidi Rice, Aaron Schmidt

Show Me Integrity Accountability Portal

Department of Public Safety

Contact: Captain Jason Crites / Jason.Crites@mshp.dps.mo.gov

Team Members:

Meghan Basinger, Nichole Bax, Cheryl Cobb, Jeff Coulson, Rachel Hays, Gara Howard, Robert MacKenzie, Jessica Mealy, Kenneth Robinson



The Governor's Award for Quality and Productivity
Coordinated by Office of Administration, Division of Personnel

"We empower leaders on their journey to excellence."